
Multi-Use Facility

Business Plan Guidebook



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Business Planning for Multi-Use Facilities

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Introduction

Guidebook Background and Scope

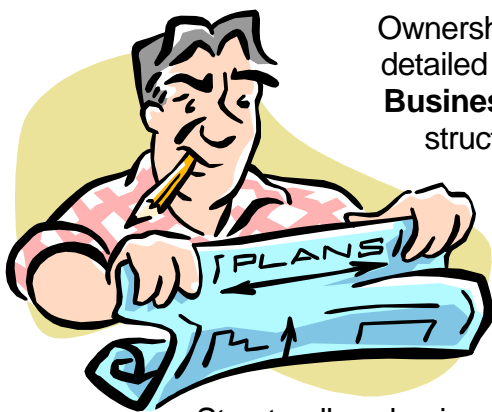
Funding agencies are increasingly making an effort to educate communities in sustainability and requiring business plans that demonstrate an organization's ability to sustain a facility once it's built. As a part of addressing sustainability of projects in rural Alaska, some agencies are requiring communities to complete a Business Plan for projects when applying for funding. Whether it is a community hall, clinic or library, the need for a solid business plan to achieve sustainability is crucial.

The goal of this guidebook and the related templates is to help an organization develop a business plan for a **Multi-Use Facility project**. The guidebook and templates are not meant to be a one-size-fits-all approach because the various infrastructure projects have unique needs. The templates are intended to be flexible and allow for easy expansion and contraction to accommodate the needs of the various types of projects while not overly burdening the organization.



What is a Business Plan?

During construction of a building, a construction crew works from blueprints, construction plans and schedules. These documents give the crew a detailed building structure and a plan for construction. You can imagine what a mess a building would be if it were built without any blueprints or plans.



Ownership and management of a Multi-Use Facility also need a detailed structure and plans. That detailed structure and plan is the **Business Plan**. The business plan includes the management structure and an operations plan.

A business plan is written for a specific date and situation. It is however, a living document. It is a flexible, dynamic document that changes, grows, and needs to be updated on a regular basis. In other words, a business plan is not a finished document; it is a working document.

Structurally, a business plan consists of a **Narrative** and **Financial Spreadsheets**. The narrative is the body of the business plan. The narrative, or discussion, will tell the reader:

1. how and why you are proposing to build the facility,
2. how you will operate the facility in the future; and,
3. how you can manage the facility and can sustain it over its lifetime.

The financial spreadsheets present the financial figures and calculations that support your narrative.

Why Should You Do a Business Plan?

The purpose of a business plan is to demonstrate to the funding and regulatory agencies that your organization has the financial and managerial ability to manage and maintain the facilities. A good business plan shows that you have the understanding of what constitutes sound business management.

Without good management, even the best facility will eventually fail. There is a direct relationship between the lack of planning and failure. That is why lending institutions and capital funding agencies require a business plan. For you, the real value of doing a business plan is the research and planning involved not necessarily the final document. The act of planning helps you think and work through the project thoroughly.



It typically takes several weeks to complete a good plan. Most of that time is spent researching and accumulating the financial information. Take time to do the job properly. It takes time to create a good plan, but a good plan can help you avoid costly mistakes.

Ultimately, the business plan should be a valuable tool for the organization to use during the continuing operation of the facility. An organization may find it useful to update the business plan periodically as basic assumptions change. Costs for budget items may increase at an unforeseen pace, intended uses for the Multi-Use Facility may change over the years, or revenue expectations may change with different tenants or activities in the facility. By reviewing and changing the business plan the organization will be better prepared to deal with these changes.

How Can This Guidebook Help You?

Creating a business plan is time consuming and can be difficult if you do not have guidance or structure. The Multi-Use Facility Business Plan Guidebook and Templates were created to give you the structure for your business plan. This guidebook gives you direction on how to use the templates and recommendations on how to write the plan.

The documents you need are:

- This guidebook - [Multi-Use Facility Business Plan Guidebook.doc](#).
- The template for the plan itself - [Multi-Use Facility Business Plan Template.doc](#).
- The financial template - [Multi-Use Facility Financial Template.xls](#).

The templates are designed for the user to be able to easily move through each section and build the plan specifically for a Multi-Use Facility project in your community. The guidebook will help the organization gather, sort and organize the required information and then provide a step by step guide on how to complete each section of the plan. Although these are standardized templates, business plans themselves may differ significantly from one to another.

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In completing the business plan templates, work through the sections in any order you like, except for the *Executive Summary* which should be done last. Skip any portion that does not apply to your type of organization. When you are through writing all the sections, edit them into a smooth flowing narrative. Keep detailed notes on your sources of information, financial data, and assumptions you are presenting.

Business Plan Checklist

To assist you in organizing your materials and writing your plan, we have presented a plan checklist below. **Modify** and print the checklist as a preparation aid. Use the checklist to monitor your progress and check for completeness.

Steps

1. Go through each chapter or segment of the business plan and list the data needed to complete each part. Here is a preliminary, or partial, listing of data you should collect for completing the business plan:
 - ☐ Community census report
 - ☐ Monthly financials
 - ☐ Year to date numbers
 - ☐ Current budget
 - ☐ Next year's budget draft, if available
 - ☐ Year end statements for the previous 2 years
 - ☐ Your certified financial statements
 - ☐ Any ordinances relating to the project
 - ☐ Personnel policies and procedures manuals
 - ☐ Current organization charts
 - ☐ Job descriptions
 - ☐ List of infrastructure in the community
 - ☐ Contracts associated with the project
 - ☐ Any MOU or memos of agreement
 - ☐ List of project components for Repair & Replacement (R&R) schedule
 - ☐ Grant agreements or conditions
 - ☐ Agency correspondence relating to the project
2. Organize and sort data according to topic and chapter.
For example, in the financial chapter you need:
 - ☐ Monthly financials
 - ☐ Budget
 - ☐ Year end statements
 - ☐ Certified financial reports
3. Write one chapter at a time. Easy ones first like Community Overview.
4. Finish the document with the executive summary.
5. Refine each chapter making sure all chapters are consistent and refer to the same info, use the same numbers, etc.
6. Have someone who has not been in the middle of writing the plan review it.



Section 1 - Executive Summary

The executive summary is the most important section of a Multi-Use Facility business plan. Include everything you would cover in a five-minute interview. Explain the fundamentals of the project: what it is, who your customers are, who the owners are, and what you think the future holds for the project and the community. Make it enthusiastic, professional, complete and concise.

As the name of the section says, it is the summary of the whole plan. This is the section that will bring all the other sections together to present the “big picture” on how your organization will manage this facility to make it sustainable.

The executive summary should be two pages or less. It should be prepared **after** all of the other sections have been completed.

Your summary needs to describe the goals of the project and their relation to the organization:

- “Sell” the idea that the proposed project is realistic, needed and sustainable.
- Define the scope of the project and if the project is a large project, define the phases and timelines for each fiscal year.



Section 2 - Facility Description

This section should provide, at the least, a detailed **description** of the Multi-Use Facility and what **services** will be provided. You should provide some information on the **construction** and **financing** plan, although details of these items will be included in your Multi-Use Facility Proposal.



Many specifics are not known at the time you write a business plan. However, it's an opportunity to start thinking about your organization and impacts the new construction will have on available services. If you start asking and answering questions early, it will reduce problems down the road. Following are some other specific items to include in this section.

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Other Agencies

This section will allow readers to understand how all organizations and funding agencies involved fit into the project.

Involvement in Construction

Discuss involvement of all funding and oversight agencies for the construction of the project. Discuss who manages the construction, hiring, purchasing, and scheduling. Will there be accounting for the project to be managed by your community, an agency, or an outside organization hired by the agency? How will the major components of the Multi-Use Facility project be financed? Will there be matching funds required? Will other agencies contribute money used for matching?

Involvement in Ongoing Operations

During the different phases are the same players going to be involved or are their contracts limited to a certain time period with new players in later phases? What about regulatory agencies? Who will be involved in the ongoing operations of the project? Discuss the involvement of all funding and oversight agencies in the ongoing operations of the enterprise.

Phasing of a Larger Project

A phased project requires thought to go into each phase. Information about a phased project needs to be included in the business plan. The benefit of this approach is to examine each phase of the project by construction year and determine impacts. For example, if in two years, the new community hall/clinic/library you are building in a phased project is going to require an extra 1,000 kilowatts of electricity to operate, will the electricity provider be able to provide that extra power?

Discuss each phase of the project. What segments will come on-line at what point? When will utilities be hooked up and changes for services start? When will customers begin to use the facility? When will the renters move in and begin to pay rent?

Section 3 - Community Overview

Use this section to describe your community. When discussing your community, be as specific as possible, give statistics, numbers and sources to back up your statements. Remember many people who will be reading this business plan have not been to your community and may not understand the need for a Multi-Use Facility. Use this section to help them understand.

Much of the information regarding your community is available locally. However, you may also use online sources for other information. See the Resources Sections of this guidebook for more details on available resources.

Location

Describe the location of the community.

- Relative to entire state (i.e. south central, interior, etc.)
- Relative to major rivers or mountains
- Miles from closest major municipality



Population Served

Describe the population that will be served by the project:

- What comprises the local economy?
- What is the stability of the economy?
- How many households are in the community and how many of those are going to be served by the new project?
- What is the current demand for the proposed Multi-Use Facility?
- What about anticipated growth, and population trends?
- Does the community have seasonal activities or increased employment?

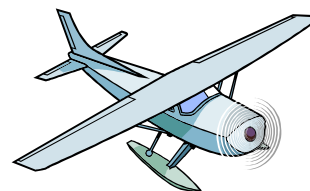
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Briefly explain who needs the services and why. Demographic and historical data for a community is provided on the Alaska Community Profile Website.

Transportation Available

If relevant, describe transportation to the community and within the community:

- Primary transportation to the community
- Local road system
- Vehicles and equipment available locally
- Shipping cost



Current Infrastructure

Describe any facility that is being repaired or replaced by this project,

- Condition
- Adequacy
- Suitability for continued use
- Other pertinent information

Describe other related facilities, such as;

- Bulk fuel capacity for heating new building
- Power plant size and capacity
- Water and sewer services as it relates to the new facility
- Discuss how other facilities relate back to the proposed project

Include third party documentation if available. These are documents like engineering reports, community plans, or outside agency reports.

Section 4 - Legal Authority & Issues

Ownership

Identify the owner of the new Multi-Use Facility. Clearly state who owns it and who will manage it, etc. This information may be repeated in other sections like the management section. If there is a joint



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ownership or management agreement in place, what are the provisions? Attach a copy or proposed copy of any contracts dealing with management or joint ventures.

Ordinances Related to the Project

Review your organization's ordinance, bylaws, or regulations. You may have to change these to reflect the new Multi-Use Facility. Rental/Lease rates and other rate structures may need to be reviewed and changed to match the new facility (basically a review and matching process so the ordinances reflect the new facility).

Special Permits, Licenses and Regulations

Are there any special permits involved with your facility. Agencies are a good source for this kind of specific information. The project managers and engineers will also be able to advise here. Does your community have zoning issues that will have to go through a planning and zoning commission before construction?



Who are the regulatory agencies you are required to report to? What are your responsibilities for reporting to these agencies? Discuss the responsibilities of the organizations and the regulatory agencies here.

Section 5 - Management Structure

This section discusses the different elements of staffing and training. It is important to demonstrate that you have adequately-trained staff to manage the construction phase as well as ongoing services of the Multi-Use Facility.

Discuss topics that will affect the future management and operation of the facility.

- ◆ Number of employees needed?
- ◆ Type of labor?
- ◆ How and where you will find new employees?
- ◆ Quality of the existing staff?
- ◆ Pay structure?
- ◆ Training requirements?
- ◆ Projected new positions?

You need to clearly show who is responsible for each task associated with operating the facility.

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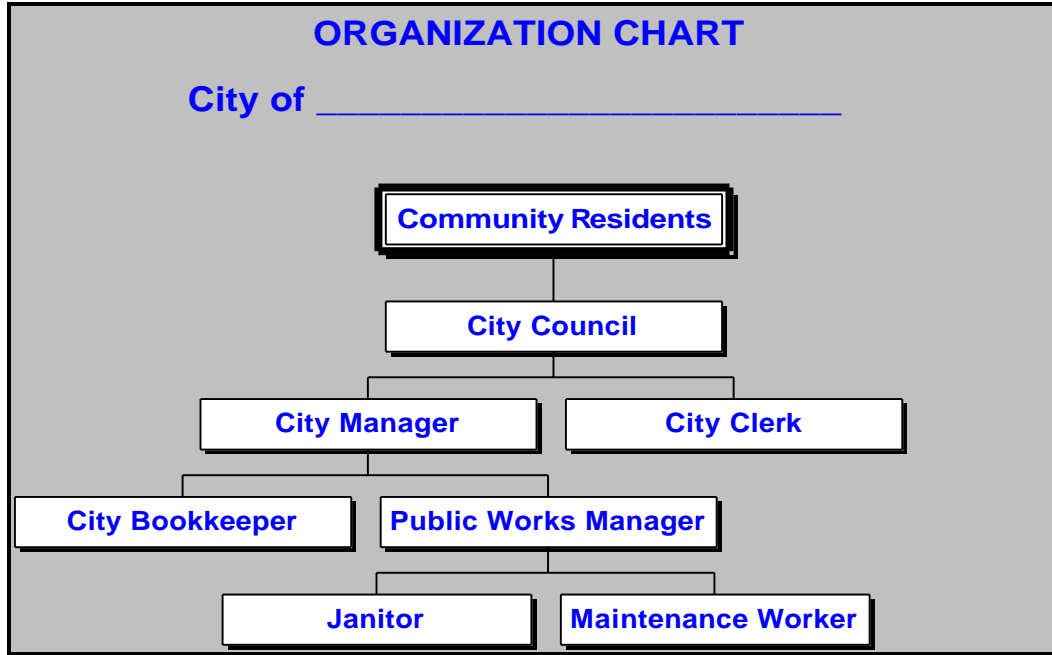
- ◆ Are schedules and procedures in place?
- ◆ Do you have written job descriptions for employees? If you do not have them, take the time to write them.
- ◆ Will you use contract workers as well as employees?

Have all tasks written out and then assign employees to the tasks. This assures tasks are identified and helps you address time constraints and skill abilities of present staff as well as possible training needed.

Organizational Chart

An organizational chart describes in picture format the supervisory and reporting relationships in a business. For example, the Clerk is supervised by and reports to the City Administrator and the City Council. It can also depict your coordination relationships. The benefit of an organizational chart is it creates a better understanding of the supervisory responsibilities, relationships, and flow of information in your organization. Positions shown on the chart may not be dedicated entirely to the operations of the Multi-Use Facility project. Each of the positions may perform other functions for other projects or for the organization as a whole.

Include an organizational chart such as this one.



Staffing and Training

Give a brief description of the duties for any positions that will be associated with the operation and management of the facility.

Staffing

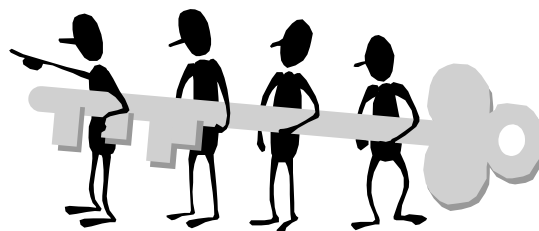
Describe the staffing of the facility. This should be completed for all employees, especially key personnel. Include appropriate sections of your personnel ordinance or rules or a draft ordinance if you do not already have an existing one establishing the powers and duties of the staff, if appropriate.

Training

Discuss any training programs that will be required. These programs may be in-house, or provided by funding agencies. Discuss possible cost, scheduling, staff involved, and what benefits will be derived from the training.

Key Personnel

Key personnel are employees, contractors, or advisors that are vital to the project. Their participation is critical to the success of the operations. Who are key personnel to this facility? Discuss who will be the key personnel of the project during the construction phase and after construction for ongoing operations.



Section 6 - Financial Data

The financial data section provides information on how the Multi-Use Facility will receive revenues and what expenditures are expected, including what anticipated maintenance costs may be. This section requires significant research and data compilation.

It is important to keep the documents that you used to reach your final figures in the Financial template. These supporting documents will help show the funding agencies how you reached those final figures and not just the numbers themselves.

Expenses

Use this section to explain the financial plan for the operation of the facility. The financial template will assist you in calculating costs. In the narrative of the business plan you

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should explain the financial plan and the assumption used to calculate the expenses and revenues. You may include the budget tables in the narrative or include them as an attachment to the Business Plan.

There are three cost categories important to the ongoing operation and upkeep of the Multi-Use Facility:

1. **Operations and Maintenance Expenses,**
2. **Repairs and Replacements Expenses; and,**
3. **Capital Replacement Expenses.**

The business plan should provide estimated expenses for each category. In order to maintain or sustain the total facility, you should know what the ongoing expenses are and approximately when you will need to replace the equipment, furnishings and the building itself. This information is necessary to build a budget for Repairs and Replacements, and for Capital Replacement.

Knowing the “expected life” of the facility, furnishings and equipment in the facility will provide you with a fairly accurate idea of the time line for replacing them. For example desks, chairs, filing cabinets, and computers all have different useful design lives. Their “expected life” is the length of time, with normal to excellent maintenance, before they wear out or are no longer useful. The building itself should last 30 years or more, however, computers may only be useful for 3-5 years before they need to be replaced.



Operations and Maintenance Expenses



There are a number of expenses relating to the annual operations of any facility. Operations and maintenance items are defined as expenses that are incurred on a regular annual basis to sustain the operation of the facility.

First, you will work on the detailed expenses for each budget line item. Look at the Sample Financial Template. In the sheet named “O&M” you will find a detailed budget for annual operations and maintenance of a sample facility. Here is the detail you should see for Utility expenses.

Table 1 - Utility Detail Sample

Utilities	Unit	Cost per Unit	x Units per Year	= Annual Cost
Electricity	month	\$250	12	\$3,000
Fuel Oil	gal	\$3	3000	\$9,750
Water	month	\$75	12	\$900
Sewer	month	\$75	12	\$900
Other -		\$0	0	\$0
Utility Total				\$14,550

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This detailed budget is used to provide information for the Operation and Maintenance Budget at the top of the template sheet. The following is the sample Operations and Maintenance budget.

Table 2 - Operation and Maintenance Sample

Operation and Maintenance Expense	Annual Estimate
Personnel	\$27,595
Utilities	\$14,550
Materials and Equipment	\$1,800
Other	\$2,050
Total Annual Expenses	\$45,995

When you are ready to work on the operations and maintenance worksheet, follow these steps.

1. Open the **Blank Financial Template**.
2. Save the template on your computer with a different name, such as My Business Plan.
3. Click the O&M worksheet tab at the bottom of the screen,
4. Enter the expense information in the white cells to reflect your estimated expenses for **Personnel**,

This section requires that you enter the following items:

- ? Percent Payroll Taxes, (if you don't know this percent use the "Calculate Payroll Tax Percent" on the Misc. Calculations Worksheet)
- ? Percent Employee Benefits,
- ? Position Title,
- ? Hours per week,
- ? Weeks per year and
- ? Hourly Rate (If you have an employee who is paid monthly, use the "Calculate Hourly Salary from Monthly" on the Misc. Calculations Worksheet to calculate the hourly rate.)

The remainder of the cells will calculate for you and the totals will be entered in the "Personnel Summary" and "Operations and Maintenance Expense" sections.

5. Complete the O&M Worksheet by entering the estimated expenses in **Utilities**, **Materials and Equipment** and **Other Expenses**.
6. Insert details and other information in the worksheet under **Notes** at the bottom of the worksheet.

After you have completed each detailed budget, the Operations and Maintenance Expenses at the top of the page will be completed.

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Repairs and Replacement (R&R) Expenses

The organization will incur expenses relating to the repairs and replacement of the furniture and computers, or heating, water, and other systems in the facility. Repairs and replacement (R&R) costs are those expenses defined as items costing more than \$1,000 and not replaced on an annual basis.



The goal of the repairs and replacement budget is to ensure that you have set aside in a separate account adequate funds to repair or replace items that are going to wear out over a short period (about seven years). To compute the amount needed for repairs and replacement use the estimated life of the equipment and furnishings as discussed above.

In the Sample Financial Template file, look at the sheet named "R&R". You will find a sample of a budget for Repairs and Replacement. Following is that sample.

Table 3 - Repair and Replacement Sample

Repair and Replacement Expense	Number of Items	(multiplied by) Cost to Replace	(divided by) Useful Life in Years	(equals) Annual Estimate
Equipment				
Boilers & Furnaces	1	\$1,200	5	\$240
Water Heaters	1	\$8,000	3	\$2,667
Teen Center Computers	2	\$1,000	8	\$250
Teen Center Gaming Equipment	4	\$500	5	\$400
Other Equipment -	0	\$0	1	\$0
Other Equipment -	0	\$0	1	\$0
Furnishings				
Desks	4	\$1,000	5	\$800
Furniture	1	\$5,000	7	\$714
Other Furnishings -	1	\$1,000	3	\$333
Annual Repair and Replacement Total				\$5,404

On your template open the R&R sheet and enter information in the first column to reflect your types of equipment and furnishing. Also enter the amounts under "Numbers of Items", "Cost to Replace" and "Useful Life." Remember to include any details needed to understand the calculations under Notes at the bottom of the worksheet.

The Annual Repair and Replacement Total is the amount that your organization should put aside annually in a Repair and Replacement Account. Therefore, it must be included in the annual expenses of the Multi-Use facility.

Capital Replacement Expenses

The capital replacement expense is the amount of money that should be saved each year to replace the Multi-Use Facility at the end of its estimated useful life or design life.



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Many communities think that they do not need to save up any money to replace a facility, believing that grant funds will be available to rebuild the facility. However, communities shouldn't take funding for granted and should save up in order to contribute to the replacement of the facility. In fact, even now, most funding agencies require a community to provide a portion of the funding for a new facility. This must come from local sources. The amount of capital replacement funds you budget should be enough to fund the estimated local match required when the time comes to replace the building.

In the Financial Template file, the next sheet is named "Capital Replacement." That is a sample of a budget for Capital Replacement of the facility. On your template enter the information in the white cells, "Facility Cost", "Inflation Rate" and "Expected Life," to reflect your facility. The sheet will then calculate the future cost of the facility at the end of the useful life.¹ Next enter the "Percent of Local Cash" that you estimate will be required to gain financing of a new facility. This calculates the amount of funds you will need to have on hand at the end of the useful life of the building. The last step is to enter the "Expected Interest Rate" you could receive on any funds set aside for capital replacement. After this is entered the sheet will calculate the amount to put aside every year to reach your goal for replacement.² Look in the template to see the actual formulas.

The following schedule demonstrates the annual capital replacement costs for a \$1.5 million project that will be replaced in thirty years. In this case, \$18,939 needs to be set aside annually for a 25% local cash match on replacement.

Table 4 - Capital Replacement Sample

Capital Replacement Expense	
Facility Cost:	\$1,513,710
Inflation Rate:	3.5%
Expected Life in Years:	30
Future Value of Facility (Cost with inflation):	\$4,248,672
Percent Local Cash Required for Replacement:	25%
25% Capital Replacement Amount:	\$1,062,168
Expected Interest Rate:	4.0%
Annual Capital Replacement Expense	\$18,939

In the template, below these calculations, is a table that shows the details of a Capital Replacement Fund set up under this annual funding schedule. Generally, this is not required to be copied to the narrative but should be in the financial spreadsheets to show

¹ This calculation uses a formula to determine the Future Value of the building. This formula multiplies the original cost times inflation and adds that to the value of the building for every year until the end of the useful life.

² This calculation uses a formula to determine the Payment Value. This formula uses the amount you need at the end of the useful life, the number of years you have to save that much and the interest rate you may receive. It then calculates the amount you need to put aside in a capital replacement account.

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that if the assumptions are correct and the budget is followed the community will have enough funds to provide a local cost match.

Revenues

Revenue required is based on the projected annual costs for the facility. Revenue to support a Multi-Use Facility normally comes from user fees, rent or lease payments. Oftentimes other organization-generated revenues such as sales tax and gaming receipts may be necessary to supplement revenue from other sources.

In the Sample Financial Template file, look at the sheet named "Revenue." You will find a sample of a budget for revenue for a Multi-Use Facility. On your template change the white cells to reflect your estimates of revenue for your facility. Remember to include any details needed to understand the calculations under **Notes** at the bottom of the worksheet.

Table 5 - Revenue Sample

Revenue Source	Monthly Rate	# of Units	Subtotals	Annual Estimate
Lease Revenue				\$ 33,120
USPO Lease	\$ 1,260	1	\$ 15,120	
Health Clinic Lease	\$ 1,500	1	\$ 18,000	
Rental Revenue				\$ 38,400
Teen Center Rent	\$ 400	1	\$ 4,800	
Tribal Council Office Rent	\$ 500	2	\$ 12,000	
City Council Office Rent	\$ 500	3	\$ 18,000	
Library Rent	\$ 300	1	\$ 3,600	
Other Revenue				\$ 1,200
User Fees	\$ 100	1	\$ 1,200	
Total Annual Revenue				\$ 72,720

Sustainability

Sustainability is the ability to operate, maintain and replace the facility after its useful life. This is measured by the administrative ability of the organization and the financial plan for the facility.

On the Sample Template look at the sheet named "Net Income." This sheet includes information from all the other sheets in the workbook, including all operation and maintenance expenses, amounts to be set aside for replacements (both R&R and Capital Replacements) and revenue amounts. The bottom line is the "Net Operating Income (**Loss**)". In order to show sustainability, the goal is to have a "positive bottom line." This shows that the organization has the ability to receive enough revenue to sustain the facility.

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Here is the calculation from the Sample Template.

Table 6 - Net Operating Income Sample

Net Operating Income		
Revenue		
Lease Revenue	\$33,120	
Rental Revenue	\$38,400	
Other Revenue	\$1,200	
Total Revenue		\$72,720
Expenses		
Operation and Maintenance Costs	\$45,995	
Repair and Replacement Costs	\$5,404	
Capital Replacement Account	\$18,939	
Total Expense		\$70,337
Net Operating Income (Loss)		\$2,383

This sample shows that the facility is sustainable (a positive bottom line). A negative bottom line shows a lack of sustainability.

Effect on Organization

In addition to showing the financial plan in the Business Plan, you need to discuss the impact the new facility will have on the organization. If the organization is making a contribution to the sustained operations of the facility, where will the money come from?

How will the revenue sources commit to the business plan? Will there be some “agreement” for payment and continued need of services, particularly with the city or tribe, and other major users?

It is very important to break down the income in the organization and present proof of the continued sustainability of the Multi-Use Facility.

Resources

There are numerous resources for information on the Internet. A few listed below are primarily the different departments that work with communities to construct or maintain utilities.

State of Alaska Website

The State of Alaska has a very informative website for Alaskan communities. It is the "Community Database Online."

To access this database visit the Alaska website. You can get there two ways: 1) Enter State of Alaska in any search engine (Yahoo, Google, and MSN) and this will display the **State of Alaska official website**. Click on this website and you will go to the State's homepage. 2) Enter the website address on the **Address** field of your homepage. www.state.ak.us/

On this page under the "Of Interest" heading is a listing for **Alaskan Communities**, click on this and you will go to a screen that lists a number of communities. On the bottom of the page you will find Community Profiles listed. When you are on the website for Communities Profiles click on **Detailed Community Information** then select a community, select the data you are searching for, and click on the **Get Data** button. These tables and screens can be copied to be pasted into your document, or the information can be manually transferred to your Word or Excel documents.

U.S. Department of Agriculture, Rural Development (USDA)

USDA rural development offers financial and technical resources for rural development projects.

Various Resources for Business Plans

State of Alaska Department of Labor and Workforce Development (DOL)

<http://www.labor.state.ak.us/home.htm>

Topics:

- Employment statistics
- Census Data
- Employment Security Contribution (ESC) rates and calculations
- Workers Compensation rates and history

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Bureau of Land Management (BLM)

www.blm.gov

Topics:

- Federal land management
- Land status data

State of Alaska Department of Commerce, Community, and Economic Development (COMMERCE)

<http://www.commerce.state.ak.us/>

Topics:

- Community census data
- Community profile information
- Rural utility business advising
- Local government assistance
- Land management and mapping